

Briefing Notes for PPB

Briefing
2 May 1968

1. The Support Services Staff has three principal functions.
2. The Regulations Control Branch has responsibility for the regulatory system which is the official voice of the Agency in its expression of policy and procedure.
3. The Records Administration Branch has the responsibility for paperwork management including creation, maintenance, and disposition.
4. The Information Processing Branch has responsibility for the Information Processing Systems of the Support Directorate which include the processing of data and the production of information about the Agency's men, money and material resources and the services which relate to them.
5. Each of them has a vital role to play in Agency management.
6. In the Records Program we are confronted with a critical problem. Our records storage facility is full. In 1964 when the Agency Records Officer predicted that the Records Center would be full in 1967 he was told to find alternatives other than construction to solve the problem. He thought he had found a solution by arranging with GS for vault storage of some Agency intelligence publications in the new Records Center at Suitland, Maryland. Last

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year when the Federal Records Center construction was completed and we began detailed discussions to accomplish the transfer we found that the ground rules of the original understanding had changed either because the management had changed or there had been a lack of complete detailed communication in the early negotiations. In any case, the Agency was unwilling to relinquish control of its records and GSA is unwilling to allow us permanent use of their facility unless they have control. We have a compromise arrangement permitting us to store up to 25 or 30 thousand cubic feet of records in the Suitland Records Center through December 31, 1970.

7. During Fiscal Year 1967 the net growth was about 10,000 cubic feet. If our growth continues at that rate the Records Center will be full again before the end of 1970 and we will have an overflow of 25 or 30 thousand cubic feet in Suitland.

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8. This problem is critical. During the past few months, since we were unable to reach satisfactory agreement with GSA, we have considered again several alternatives for coping with the storage problem. We have reviewed space currently available to the Agency and space about to be released and have found nothing suitable.

9. We have considered the possibility of renting space but this is more expensive than construction because of the security features which have to be added including alarm systems, vaults construction, extra guard forces, and so on and is less desirable for other reasons.

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10. We have considered the possibility of using motorized shelving equipment which would permit a higher density storage by eliminating nine out of ten aisles. Installation of this equipment would cost about \$800,000 but would increase the capacity of the present Records Center by only about 28%.

11. Microfilming and other forms of microminiaturization have been considered again but this continues to be an extremely expensive alternative and presents serious system problems. Estimates we have obtained are that it would cost about \$1,250,000 to contract for microfilming 50,000 cubic feet of records. To do the job ourselves we would need 21 ceiling positions for at least three years and at least part of them would have to become permanent if we were to continue to microfilm new accessions.

12. There are, of course, factors other than cost and positions to be considered. At the present time we have 93,000 reels of microfilm being stored in 1200 cubic feet of space We have 3300 cubic feet of punched cards and 266 reels of magnetic tape. These items are integral parts of customer office procedures where facilities exist for photographing, indexing, and reproduction or viewing of items recalled from storage. They are used because they contribute directly to the effectiveness of the systems of which they are a part. The use of miniaturization requires extensive systems study to provide for selective filming, systematic indexing, purging, interfiling, updating,

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and maintenance as well as retrieval and reproduction or enlargement to permit human use of items retrieved.

13. Computer experts and microminiaturization experts have found nothing on the market or on the drawing boards that will be available or can bring records storage relief more economically than construction within the next five years. The policy of storing hardcopy is the policy of the Federal government, which has been challenged, reviewed, and approved by the General Accounting Office. Trends in the Agency are not abnormal. We parallel government and industry records problems in every respect, and they all continue to build.

14. Whether we build or find some other alternative we will have to spend about 1.3 million dollars for a solution. The estimate of \$750,000 we included in the program submission was based upon figures obtained from the National Archives and Records Service of their costs to construct the new Federal Records Center at Suitland. The Office of Logistics has since reviewed the estimate and revised it upward to 1.3 million dollars. The Office of Logistics has recommended as a part of this the expenditure of \$6,000 immediately to do a feasibility study to establish a tighter estimate.

15. The records storage problem would be less pressing if we had fewer records to store. CIA has a reputation for having one of the best records programs in the government. This is primarily because we have records disposal and destruction schedules for nearly all records

the Agency produces and we have destroyed half the total volume that has been received at the Records Center since it opened. Purging is a continuous process. The annual mid-year inventories for the past ten years show that Agency records are created at an average rate of three cubic feet per employee. The offices and Records Center destroyed two cubic feet per employee during the year. Half of the one foot balance is stored in the Records Center, where eventually half of that is purged. Today the Records Center has a hundred and two thousand cubic feet in custody. The offices last summer had two hundred thirty thousand cubic feet in Headquarters office space. A major purging effort is now underway, but it will only provide temporary relief. During the past five years we have purged 55,000 cubic feet.

16. Like most Records Programs, the whole emphasis in the Agency has been on storage and destruction to relieve pressure first on office space and later on Records Center storage space. This is probably because it is relatively easy to manage and control disposal and destruction and not so easy to manage and control creation and maintenance, which are the other principal parts of a total records management system.

17. Despite the fact that concentration is on disposal and destruction, we still have problems with this. Thirty-eight thousand cubic feet of the records now stored at the Records Center have no scheduled date for destruction. This means that more than one-third of

the present volume must be kept forever because we have no mechanism to compel responsible authorities to decide what is really worth saving and establish realistic destruction dates for the remainder.

18. Little or no attention has been given to selective thoughtful identification of records which should be retained. Safe drawers are emptied and the contents retired to the Records Center because there is a need for space in the safe. No effort is made usually to review the content and identify items which really should be kept. People store things in files for temporary retention but they don't review them, sort them and destroy any before they are retired. We should be concentrating on what is worth saving. Not just holding everything until the least valuable has outlived its usefulness. The records storage problems of the Agency will never be resolved until we get control over their creation. Paperwork has to be considered in a system context from creation to destruction and responsibility for it must be assumed by Agency command management.

19. We have no Reports Management Program in the Agency and we need one. Our computer and manual systems produce more and bigger reports every year, yet no systematic authoritative review is conducted to eliminate old reports which may no longer be required. The result is that we continue to produce all of the old as well as the new in multiple copies many of which inevitably find their way into Records Center storage.

20. There is no effective Correspondence Management Program in the Agency and we need one. We have no way of controlling or managing the creation of paper and no systematic and uniformly applicable method of determining who should be the office of record. Consequently orig-
inators, addressees, coordinators and recipients of information copies of correspondence all file the same document for their own working purposes and it is virtually certain that there is no subsequent authori-
tative review to ensure that only one record copy is sent to the Records Center.

21. We have no way of controlling or managing and literally no
rules governing the use of copying machines and we need them. Documents are duplicated in uncontrolled quantities for working papers or as conveniences for employees. Some of these may be destroyed but many are certain to be filed. Once filed, it is almost certain that they will
eventually be stored at the Records Center.

22. We have an antiquated Vital Materials Program in the Agency. It was developed fifteen years ago based upon premises of emergency hot war conditions which have long since been overtaken by the technology of modern weaponry.

23. We have no authoritative Forms Management and Control Program in the Agency and we need one. We spend more than a quarter of a million
dollars a year to print forms alone and this does not include internal costs to have forms printed by the Printing Services Division.

24. We have not been able to maintain active programs for reports, correspondence and forms management since 1961 when the Records Administration Staff was reduced from 24 positions to 8 and responsibility for records management was decentralized to the Directorates and independent offices according to policies prescribed in HR 70-1. At best, we have maintained a holding operation. The Records Administration Branch has no authority to invigorate the program. It can only be available if called upon to give guidance and assistance and it rarely gets called upon. The success of the current program is measured in terms of the success of the branch at needling, wheedling, cajolery, and persuasion.

25. We offer a central storage facility but we exercise no control over what comes into it. Each component of the Agency sets its own retirement schedules and disposal dates and we are obligated to accept them. If some component wants to store something for 99 years we have to accept it. We can attempt to dissuade but if they are adamant we have no recourse. We have about 12,000 cubic feet of records in storage now which are scheduled to be kept forever and another 40,000 cubic feet which have no specific disposition instructions.

26. This dilemma is caused, in part at least, by the failure of the Agency's command structure to take an interest in paperwork management and assume its proper role in developing a system and making it work.

27. It should be possible to make a decentralized program work, but only if the highest levels of Agency management take an interest and assume the responsibility for making it work.

28. It can only work of course, if there is a staff mechanism to support management in making it work. No such structure exists today.

29. The only professional records officers in the Agency are the six assigned to the Records Administration Branch. The few positions elsewhere in the Agency to which full time records responsibilities have been assigned are usually filled by junior professional officers for short tours until suitable assignments are available in the field of their primary career interests. In a great many instances records responsibilities are assigned to individuals in addition to their other duties with the result that little or no professional attention is given to any of the elements of a records program other than disposal and destruction. In these times of tight budgets and compressed ceilings operating officials are extremely reluctant and often decline completely to commit any of their resources to giving proper attention to paperwork management.

30. We have temporary relief for the storage problem but at the present rate of growth the 30,000 cubic feet we gained by transferring records to Suitland will have been filled again by the time our agreement with GSA expires. If we build a new Records Center

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30,000 cubic feet of it will be committed before the building is completed because we will have to recover the records from Suttland and store them in our own space. We can cope with this by building more storage capacity - but -

31. Long term resolution of the records problems of the Agency is contingent upon the effectiveness of the overall program which includes more than storage and destruction. It must include records creation, it must include correspondence management, it must include forms management, and reports management, and it must include management and control of copying machines, and the vital materials program. If we are going to have a successful records program we must have the active support of the highest levels of management in the Agency and we must have their understanding. If we are going to have a complete program we must have complete staffing. We should have full time records professionals throughout the Agency. This is a profession fully worthy of recognition. There should be a career service for them with full opportunity for development.

32. It is also important that Agency management understand the information processing function of the Support Services Staff. The Support Information Processing System study is probably the most important project to Agency management that has ever been undertaken. Without its successful implementation we will be completely unable to cope with the increasing requirements for better planning, tighter control,

and more effective use of the Agency's manpower, monetary, and materiel resources.

33. Our present Support systems are antiquated and must be modernized. Their flexibility has long since been used up. Just as we were forced to go to punched cards in the 50's to keep up with the new, changing, and additional requirements for information and service, we were forced to go to the computer in the 60's. We converted punched card systems to the RCA 501 Computer early in 1960. In a sense we have first generation systems on second generation equipment in a third generation era. Requirements for information are dynamic. They are constantly changing and generally increasing. Systems to provide that information must be changed constantly whether they are manual or machine systems. There is no such thing as a static system, there never has been, and there never will be, and there is no such thing as designing and implementing a system that will be good for all time. The system is being modified daily in some way and that will always be the case.

34. We can't do nothing. Something must be done. Until the present project started in 1965 nothing had been done about redesigning or modernizing any of the systems which were originally converted in 1960. The original intention had been that a total systems study should be conducted as the second phase of our move to computers after the first phase of converting from punched cards had been completed.

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